

1. Create a telephone list. Favourites at the top

- Connect with people at the bottom of your list first
- Building relationships is the most important thing you'll ever do, and it requires action and communication
- If the relationship is going well, they will be more loyal and forgiving when things go wrong.

2. Focus on the right problems

- 69 % of problems are irresolvable and only 31 % are solvable

3. Collaborative intention

- Take a risk and state your intention early in a meeting: "I want to work with you openly and collaboratively"
- Then tease out their issues and concerns

4. Stay in the blue zone

- Be open and committed to collaboration, problem-solving and negotiation
- Forgive quickly and respond positively, when there's a chance to collaborate
- Avoid subtle or direct competition

5. Reveal something about yourself

- Most of us go around with an armoured layer
- Appropriate person disclosure encourages others to open up and builds trust

6. Diversity of thought

- Be open, compassionate and curious about what others can bring to the table
- Suppress the voices of the big egos in the room so the introverts can be heard

7. Don't pitch credentials

- Rather than telling the client how wonderful your agency is, ask them questions and really listen
- What did they like about their last agency? What will they miss? What would they like done differently?

8. Hear what's actually said

- When getting a brief, repeat the clients' own words back to them to clarify their meaning
- This helps you understand what the client really wants and not your interpretation of it

9. Be self-aware and self-accountable

- Take responsibility for the choices you make and the consequences; never point the finger or blame
- Be self-aware and aware of others

10. Truthfulness

- We are not socialised to tell the truth
- Be committed to hearing and telling the truth. It will create an environment of openness and a 'safe space'.

11. Give forward-looking feedback

- What inspires. Excites or moves you?
- What works?
- What's missing?
- What would make it bigger and better?

12. Book recommendation

- Radical Collaboration by James Tamm
- And TED Talk
- https://www.ted.com/talks/jim_tamm_first_step_to_collaboration_dont_be_so_defensive